

DAY ONE, June 7, 2011

Diplomacy, Development, and Defense – Evaluating Foreign Policy Success

Time	Conference at a Glance				
8:00 – 4:00	Registration				
8:45 – 9:00	Welcome and Speaker Introduction : Sid Kaplan, Deputy Assistant Secretary				
9:00 – 9:45	Keynote Speaker: Deputy Secretary of State for Management and Resources, Thomas Nides				
9:45 – 10:15	Coffee and Networking Break				
Track	Diplomacy	Development	Defense	Capacity Building	
10:15 – 11:00	Evaluation of Norwegian Peace Efforts in Sri Lanka: A Way to Evaluate Peace Diplomacy (Auditorium)	How Do We Know Development Programs Contribute to Stabilization? Lessons from Evaluating Multiple Development Programs (Room 1499)	Overseas Humanitarian Assistance Shared Information Systems 2.0 (Room 1482)	Mixed Methods Approaches and Evidence-Based Programming (Room 1478)	Building Evaluation Capacity - Perspectives from IRI and NDI (Room 1498)
11:15 – 12:00	Making Progress on Protracted Refugee Situations (Auditorium)	Strategic Measurement, Strategic Alliances: Outcomes-Based Measurement as a Tool to Identify and Build Higher Value Public-Private Alliances (Room 1499)	Embassy Nairobi: 3D Laboratory for the 3D/Whole of Government Approach (Room 1482)		
12:00 – 1:00	Lunch (On Your Own)				
1:00 – 2:00	Plenary Session – Topic: Issues in Evaluating Democracy Promotion Assistance				
2:15 – 3:00	The Revolution Will be Twittered: The Potential Use of Social Media as a Tool for Measuring Foreign Policy Success (Auditorium)	Evaluating the Development Impacts of Counter-Extremism Programming in the Sahel (Room 1499)	Incorporating Existing Data on Contracts to Policy Evaluations (Room 1482)	The Georgia Monitoring Project (Room 1478)	Performance Assessment - Objective and Quantified Results: Ready When You Need Them (Room 1498)
3:15 – 4:00	Television as a Medium for U.S. Public Diplomacy: A Case from Afghanistan (Auditorium)	Strengthening the Monitoring and Evaluation of USG Activities in Unstable Environments (Room 1499)	Doing More Without More (Room 1482)		
4:00 – 5:00	Reception and Poster Session				

DAY TWO, June 8, 2011

8:00 – 4:00	Registration						
8:30 – 9:30	Plenary Session – Foreign Government Panel						
Track	Diplomacy		Development		Defense		Capacity Building
9:45 – 10:30	Evaluating the Impact of Educational Exchanges as a Public Diplomacy Initiative (Auditorium)	Evaluating Civil/Military Cooperation in Development (Room 1499)		Evaluating Counterinsurgency Gains Across International and Afghan Programs (Room 1482)		Measuring Stability - How Do You Know You Are Making Progress? Haiti Stabilization Initiative Case Study on Metrics and Evaluation (Room 1478)	
		Paris Declaration on Aid Effectiveness (Room 1485)					
10:30 – 11:00	Coffee and Networking Break						
11:00 – 11:45	Monitoring and Evaluating CRDF Global Innovation Programs (Auditorium)	Lessons Learned Measuring Institutional Strengthening (Room 1485)		Evaluation of Department of Defense Humanitarian Programs: Time for a New Paradigm (Room 1482)		Building Local Capacity in Development Evaluation: Approaches, Challenges, and Opportunities (Room 1498)	
11:45 – 12:30	Closing Plenary – State, USAID and Department of Defense Perspectives on Evaluation						
12:30 – 1:45	Lunch						
2:00 – 2:45	Global Affairs and Competitiveness: Evaluation as Driver for Impactful Economic Diplomacy (Room 1478)	Using Program Logic/Causal Models to Measure Outcome and Impact Indicators in Democracy and Governance Projects (Room 1482)	Learning Organizations (Room 1485)	An Introduction to Systematic Review Methodology and a Systematic Review of Programs to Promote Social Cohesion (Room 1498)	Evaluation and the "Campaign Approach:" Advancing Public Diplomacy's Impact (Auditorium)	The U.S. Census Bureau's International Programs: Capacity Building, Analytical Products, and Tools for Evaluation (Room 1499)	
2:45 – 3:15	Coffee and Networking Break						
3:15 – 4:00	Operationalizing Smart Power (Room 1478)	Using Public Opinion Research for Evaluation Purposes in Challenging Environments: Case Study in Somalia (Room 1482)	Frameworks and Approaches for Understanding Engagement as Impact (Room 1485)	Designing an Effective Evaluation Agenda (Room 1498)	Evaluation of Unintended Consequences of Development Efforts: Building Evaluation Capacity in Support of Development and Democracy (Auditorium)	Evaluation Coordination Roundtable: The Three Ds (Room 1499)	

DIPLOMACY Workshops:

Evaluation of Norwegian Peace Efforts in Sri Lanka: A Way to Evaluate Peace Diplomacy

The Norwegian Development Cooperation Agency commissioned an evaluation of Norway's role as "sole facilitator" of the peace process in Sri Lanka (1997-2009). The workshop will touch upon the Norwegian government's understanding of the conflict, and Norway's contribution to the results at different levels and in various phases of the peace process. The presenters will also discuss the role of third party facilitation and how that element influenced an evaluation strategy that involved interviews with a wide variety of stakeholders with different roles in the peace process.

Presenters: *Beate Bull, Senior Advisor, Norad Department; Gunnar M. Sorbo, Chr Michelsen Institute*

Making Progress on Protracted Refugee Situations

This presentation will outline the Department of State's Bureau of Population, Refugees, and Migration's strategy to make progress on six protracted refugee situations worldwide and highlight the findings and recommendations of a recently completed evaluation of refugee livelihoods in protracted settings. With the assistance of an interactive map and photos highlighting each situation, the presenters will discuss evaluation findings, ways to include refugees in longer-term development plans, and ways that collaboration between diplomatic, development, and defense efforts could help prevent and resolve protracted refugee situations.

Presenters: *Fruzsina Csaszar and Emily Bruno, Bureau of Population, Refugees and Migration, U.S. Department of State*

The Revolution Will Be Twittered: The Potential Use of Social Media as a Tool for Measuring Foreign Policy Success

An industry in social media network monitoring has developed over the past five years, and many view the potential use of social media monitoring as a tool for tracking foreign policy success as virtually limitless. This presentation will provide a primer on the theoretical and technological innovations that have allowed for the development of social media monitoring. The presenter hopes to have a stimulating conversation related to the practical application of social media monitoring across a broad audience within the foreign policy community.

Presenter: *Jerry C. Drake, Office of the Legal Adviser, U.S. Department of State*

Television as a Medium for U.S. Public Diplomacy: A Case from Afghanistan

This workshop will look at television as a public diplomacy tool to educate Afghans about their country, history and culture, and to help build a sense of national unity and tolerance after decades of war. In 2010 the U.S. Agency for International Development (USAID) undertook a multi-method research project to analyze, among other things, the impact of an innovative television program called “On the Road” on viewers’ opinions of themselves and the U.S. The presenters will cover the methods and findings, conclusions and lessons learned.

Presenters: Jeremiah Carew, Supervisory Program Officer, USAID/Uganda; Prakhar Sharma, Post-graduate Associate, Yale University

Evaluating the Impact of Educational Exchanges as a Public Diplomacy Initiative

This workshop will share quantitative and qualitative methods for measuring the impact of educational exchanges, a cornerstone of the U.S. Department of State’s efforts to strengthen relationships between the United States and citizens of the rest of the world. While the presentation will center on the theme/track of diplomacy, a number of educational exchange programs supported by the Bureau of Educational and Cultural Affairs seek not only to build and sustain person-to-person relationships across borders, but also to contribute to the sustainable development of nations abroad and to more robust and stable democracies.

Presenters: Lisa Inks, M&E Program Officer, Education Programs Division, IREX; Rachel Surkin, Deputy Director, Education Programs Division, IREX; Lisa Weilminster, Program Officer, Education Programs Division, IREX

Monitoring and Evaluating CRDF Global Innovation Programs

Panelists from CRDF Global will focus on best practices in monitoring and evaluation methodologies, tools and procedures used to measure the success of science and technology programs funded by the U.S. Department of State and MacArthur Foundation. The goal of the technology programs is to support international scientific collaborations, advancement of research, integration of research capabilities into university systems and training on technology transfer and commercialization. The workshop will focus on programs intended to build institutional and personal capacities in the countries of Eurasia and to create environments for more favorable and stable markets for potential foreign investors, including the United States, thus contributing to U.S. foreign policy objectives in the areas of science and public diplomacy.

Presenters: Liudmila Mikhailova, Ph.D., Director of Evaluation; John Modzelweski, Director, Institutional Building & Innovations; Marilyn Pifer, Ph.D., Senior Technical Adviser; Natalia Pipia, Senior Program Manager; Irina Mitchell, Program Manager; CRDF Global

DEVELOPMENT Workshops:

How Do We Know Development Programs Contribute to Stabilization? Lessons from Evaluating Multiple Development Programs in Afghanistan, Philippines, and Southern Sudan

Increasingly, development programs in countries affected by violent conflicts are expected to help reduce those conflicts and contribute to lasting peace, while serving particular sectoral goals. The presenters will review key challenges that face the practice of evaluation in conflict-affected countries. Insights will be drawn from four multi-program evaluation projects to reveal important evaluation findings and operational lessons learned from trying these approaches. The presentation will provide concrete and practical feedback regarding management needs highlighted in the State Department's Quadrennial Diplomacy and Development Review (QDDR).

Presenters: Dr. Andrew Rathmell, Principal, Coffey International Development (Europe); Dr. Michael Lund, Senior Specialist, Conflict and Peace Building, Management Systems International, Inc.

Strategic Measurement, Strategic Alliances: Outcomes-Based Measurement as a Tool to Identify and Build Higher Value Public-Private Alliances

The United States Agency for International Development's (USAID) Private Sector Alliances (PSA) conducted a year-long study to uncover the specific and unique value that public-private partnerships bring to development and to use outcomes-based measurement and evaluation as a tool to capture and increase this value. The presenters will discuss three models for engaging private sector companies in development interventions and effective outcomes and metrics to capture the value of this collaboration.

Presenters: Rob Schneider, Senior Alliance Advisor; Cheryl Davenport, Manager, Mission Measurement; Dave Besch, Technical Area Manager; USAID

Evaluating the Development Impacts of Counter-Extremism Programming in the Sahel

The U.S. Agency for International Development (USAID) completed an impact evaluation of the development activities under the Trans-Sahara Counter Terrorism Partnership (TSCTP), a multi-country interagency effort that aims to combat violent extremism in the Sahel region of Africa. The presentation will discuss the findings of the impacts of USAID's TSCTP programming, as well as the methodology employed. The evaluation expands on a methodology used for years by USAID to compare country progress in a number of development sectors.

Presenters: Kellie Burk, Research Analyst, USAID's Bureau for Africa for the Peace & Security; Jeff Swedberg, Senior Monitoring & Evaluation Associate, QED Group, LLC

Strengthening the Monitoring and Evaluation of USG Activities in Unstable Environments

The U.S. Agency for International Development, the Department of Defense and the State Department have moved beyond traditional development, defense and diplomacy roles toward a broader and more coordinated 3D approach to address stability-focused and counter-insurgency objectives. International Business and Technical Consultants, Inc. (IBTCI) has been working with USG agencies in Yemen and Iraq to develop and implement improved interagency monitoring and evaluation systems in unstable environments. The workshop will highlight IBTCI's experiences implementing methodological and analytical techniques in unstable contexts.

Presenters: Robert Van Heest, Vice President; Adam J. Reisman, Senior Monitoring and Evaluation Manager, International Business and Technical Consultants, Inc.

Evaluating Civil/Military Cooperation in Development

The workshop will feature two evaluations of Civil/Military Cooperation the U.S. Agency for International Development (USAID) undertook from 2009 to 2011. The first was an evaluation focusing on the perceptions, knowledge and experiences of mission staff and military personnel who work with mission staff. The second was a meta-evaluation of counter-insurgency programs in Iraq and Afghanistan. The presentation will discuss the methodology used to accomplish these evaluations, the findings, and recommendations for building a framework to develop a more advanced Civil/Military Cooperation strategy to promote effective cooperation.

Presenter: Sandra Scham, U.S. Agency for International Development

Paris Declaration on Aid Effectiveness

Intended to address growing donor and partner-country concerns about the quality and effectiveness of development assistance, the Paris Declaration on Aid Effectiveness is a distillation of the development cooperation experience of a half a century. A December 2011 meeting of more than 130 participating countries will serve as an “Evaluation of Phase II of the Paris Declaration. The presenters will describe the development, role and function of the Paris Declaration for Aid Effectiveness, and discuss some of the challenges that had to be overcome in completing the year-long seven-part U.S. Paris Declaration evaluation.

Presenters: Peter B. Davis, Coordinator, Planning and Performance Management; U.S. Department of State; Richard Blue, Vice President for Evaluation Services, Social Impact, Inc.

Lessons Learned Measuring Institutional Strengthening

Institutional capacity building remains one of the most challenging areas to monitor and evaluate, yet it is one of the most used approaches in development, defense and diplomacy. Chemonics International will analyze the firm’s experience using four different tools to assess the strengths and weaknesses of the tools as viable institutional capacity measurement instruments. Participants will be invited to contribute ideas on how they can strengthen their collaboration in designing harmonized methodologies and tools for monitoring and evaluating institutional capacity building efforts.

Presenter: Alphonse Bigirimana, Monitoring and Evaluation Director, Chemonics International; Michael Jack, Senior Human and Institutional Capacity Building Specialist, Chemonics

DEFENSE Workshops:

Overseas Humanitarian Assistance Shared Information Systems 2.0

The Defense Security Cooperation Agency (DSCA) proposes to present the revamped Overseas Humanitarian Assistance Shared Information System (OHASIS) 2.0, which is the system of record and management tool for humanitarian assistance (HA) and humanitarian mine action (HMA) projects. OHASIS 2.0 integrates the logical framework approach (LFA), a well-established and widely-used foreign assistance project management, monitoring and evaluation system that provides a framework for project planning and program analysis. By incorporating the LFA, DSCA shifted the focus of OHASIS from project nomination/approval process to full project lifecycle management. OHASIS 2.0 will allow projects and programs to be conceptualized, planned, submitted for approval, and evaluated.

Presenters: Nicola “Niki” Gurwith, Program Analyst, Humanitarian Assistance, Disaster Relief, and Mine Action (HDM), DSCA; Kevin Johnson, Senior Geographer and Associate Technical Director, United States Army Corps of Engineers Army Geospatial Center (AGC)

Embassy Nairobi: 3D Laboratory for the 3D/Whole of Government Approach

The presenters will describe Mission Kenya’s 3D framework and how the Mission has shifted its culture progressively toward a “whole of government” approach. The presenters will share lessons learned in refining the whole of government approach in Kenya’s 3D lab, and discuss the parameters used to approve new initiatives or projects through the 3D process. In addition, the presenters will detail the evolution of Combined Joint Force Horn of Africa (CJTF-HOA) to its current mission of persistent engagement to build partner nation capacity in order to promote regional stability and prevent conflict. The session will conclude with best practices used when working with other organizations and agencies that contribute to U.S. development efforts in Kenya, both indirectly and directly.

Presenters: Deputy Chief of Mission Lee Brudvig, Kenya; Rear Admiral Brian Losey, Commander, Combined Joint Task Force, Horn of Africa; Brian Carney, Supervisory Executive Officer, USAID

Incorporating Existing Data on Contracts to Policy Evaluations

The presentation will cover a study the Center for Strategic and International Studies conducted for the Naval Post Graduate School, analyzing sources of cost overruns in major defense acquisition programs, which paired data on contractors with the often alarming figures describing how far various programs had gone over budget. Participants should gain a better understanding of what data on U.S. government prime contracts is available and how that data can be used in their assessments. While the data can be used to study any single track in isolation, the data system’s government-wide scope makes it an excellent one-stop source for examining whole of government U.S. efforts in any given country or region.

Presenter: Gregory Sanders, Fellow, Defense-Industrial Initiatives Group, Center for Strategic and International Studies (CSIS)

Doing More Without More

This presentation will outline PRTM Management Consultants’ efforts to assist the Department of Defense’s (DoD) pursuit of logistics transformation, including evaluation methods to both identify savings and performance across value chains. Efforts to bring transparency to cost and performance will help outline how re-aligning the DoD Sustainment approach is positioning leaders to eliminate costs. The presentation will highlight the standard end-to-end performance metrics and benchmarking capability that

PRTM developed for the DoD, including a repeatable approach for identifying performance and configuration opportunities to improve materiel readiness and decrease costs.

Presenter: *Michael E. Finley, Director, PRTM Management Consultants, LLC*

Evaluating Counterinsurgency Gains Across International and Afghan Programs

The presentation will begin with a brief introduction to Village Stability Operations (VSO) and Afghan Local Police (ALP). The analysis will focus on the first quarter of RAND polling data and open source reporting to understand the following three questions: 1) How does VSO/ALP contribute to people's increased sense of security? 2) How do people perceive governance (the processes that regulate society) versus government (the formal structures exerting authority over people) in VSO districts? 3) How do people individually interpret structural development gains at the community level in VSO districts? The level of analysis will be at the district level and higher. From the analysis, recommendations will be presented along the security, governance, and development lines of operation for evaluating success in VSO/ALP.

Presenter: *Matthew A. Hoover, Assistant Policy Analyst, RAND Corporation, and Ph.D. candidate, Pardee RAND Graduate School*

Evaluation of Department of Defense Humanitarian Programs – Time for a New Paradigm

The presentation will cover the idea of using a modified version of the USAID Field Operations Guide as an appropriate tool for humanitarian program management and evaluation. Lists of questions about specific metrics, posed in yes-no format, can be customized to satisfy the regional military headquarters or other evaluation organization. Metrics can be introduced into the scorecard process to test and evaluate their effectiveness in evaluating the mission. Polling each stakeholder using the mission-specific score is only part of the evaluation process. Hidden costs and unintended consequences may be identified in the scorecard process, and will require additional inquiry. Program managers can use the project's score as part of their overall ranking of the mission for relative value and for return on investment.

Presenter: *Steve Waller, MD, Associate Professor, Uniformed Services University of the Health Sciences (USUHS)*

CAPACITY BUILDING Workshops:

Mixed Methods Approaches and Evidence-Based Programming

The workshop will focus on the attributes of qualitative and mixed methods to prepare for a rigorous impact evaluation, particularly when limited funding prevents more rigorous, scientific approaches. The presenters will draw upon evaluations of the Department of State's "School Connectivity Program" and "English Access Micro-scholarship Program" to illustrate when a mixed-method approach is compatible and, in fact, prepares the ground work for a rigorous evaluation. (This workshop is 90 minutes long.)

Presenters: Melinda Pitts, Senior Evaluation Officer; Eulynn Shiu, Data Analyst, Bureau of Educational and Cultural Affairs, U.S. Department of State

Building Evaluation Capacity – Perspectives from IRI and NDI

The International Republican Institute (IRI) and the National Democratic Institute for International Affairs (NDI) have been building monitoring and evaluation (M&E) capacity to equip staff in their respective agencies to monitor, evaluate and learn from their programs. In this joint presentation, IRI and NDI share their experiences and approaches in assessing and building organizational capacity to ensure a robust M&E focus for program management. (This workshop is 90 minutes long.)

Presenters: Linda Stern, Senior Advisor, Monitoring, Evaluation & Learning, National Democratic Institute; Elizabeth Ruedy, Senior Advisor for Evaluation, International Republican Institute

The Georgia Monitoring Project

The workshop will present a model and two examples for a whole-of-government approach to the conduct of foreign assistance program monitoring. Specific methods, experiences and ideas to address challenges will be included. The model to be presented is based on the Georgia Monitoring Project (GMP), a project to monitor the results of U.S. Government foreign assistance to the Government of Georgia. This interagency presentation will highlight monitoring and evaluation methods used through the evaluation of two programs under the Peace and Security Sector, and the challenges to measuring program effectiveness, particularly when working across many sectors (e.g., food security, health, economic growth, etc.). (This workshop is 90 minutes long).

Presenters: Mary Stewart, Director of Program and Budget, Office of the Coordinator of U.S. Assistance to Europe and Asia, U.S. State Department; Martina Nicolls, Chief of Party, and Mamuka Shatirishvili, Deputy Chief of Party, Georgia Monitoring Project; International Business & Technical Consultants, Inc. (IBTCI)

Performance Assessment – Objective and Quantified Results: Ready When You Need Them

The workshop will focus on Performance Assessment (PA) as an evaluation option that program managers can implement more readily than other evaluation methodologies. The panel will review three models of PA that can be used to gather rapid and objective information about a program or organization, and will show the results from PA representing the different models. Participants will have the opportunity to apply the PA process to an audience-generated topical area of a development program to demonstrate the flexibility of this approach. (This workshop is 90 minutes long).

Presenters: Susan J. Griffey, Dr PH, Vice President and Director, Evaluation Center, Social & Scientific Systems, Inc.; Mary Pat Selvaggio, MPH, Director of Health, Khulisa Management Services, South Africa; Doug Franke, CPA, Managing Director, SustainAbility Solutions Africa, South Africa

Measuring Stability: How Do You Know You Are Making Progress? Haiti Stabilization Initiative Case Study on Metrics and Evaluation

The Haiti Stabilization Initiative (HSI) was an innovative, interagency prototype designed to regain control of the poor and violent urban area of Cite Soleil before its political and criminal gangs toppled the government. The workshop will review the findings of HSI's monitoring and evaluation efforts to measure progress in conflict stabilization in this volatile section of Haiti. The presenter, a senior research fellow at the National Defense University, will discuss the Measuring Progress in Conflict Environments (MPICE) Framework and interagency process used to conduct the evaluation. The presenter will also share key findings of the case study.

Presenter: David C. Becker, Senior Research Fellow, National Defense University

Building Local Capacity in Development Evaluation: Approaches, Challenges, and Opportunities

Evidence indicates that improving local capacity to conduct evaluations fulfills commitments to country ownership, enhances learning at the local level and contributes to the effectiveness of USG supported diplomacy, development and defense programs at the country-level. Panelists will discuss approaches that have been applied by USAID to strengthen local capacity for evaluations, highlighting key challenges and drawing lessons that can inform the work of USG missions around the world in building local evaluation capacity.

Presenters: Winston J. Allen, Senior Evaluation Specialist, Bureau for Policy, Planning and Learning; Eugene Bonventre, Senior Conflict Advisor, Bureau for Africa; Jacob Adetunji, Contracting Officer for MEASURE Demographic and Health Surveys Project; USAID

Global Affairs and Competitiveness: Evaluation as Driver for Impactful Economic Diplomacy

The Department of State's Quadrennial Diplomacy & Development Review (QDDR) emphasizes the elevation of economic diplomacy and the establishment of an early warning mechanism to identify issues that are at the intersection of economics, security, and politics. Panelists from Booz Allen Hamilton will examine how the use of advanced modeling techniques can assist diplomats and development professionals in understanding factors in national economies and evaluating how different policy interventions might impact a nation's economy or broader regional & international trends.

Presenters: *Booz Allen Hamilton*

Using Program Logic/Causal Models to Measure Outcome and Impact Indicators in Democracy & Governance Projects

This interactive workshop will explore the use of program logic models to measure high-level indicators in Democracy & Governance (D&G) projects. Presenters will use the Palestinian Authority Capacity Enhancement (PACE) project—a USAID funded project to improve the living standards of the Palestinian people by strengthening Palestinian Authority Ministries and other public sector institutions--as an exercise to understand how causal/program logic models help to identify appropriate outcome and impact indicators.

Presenters: *Mark D. Bardini, Measurement Director; Alicia Imbody, Communications Specialist, Chemonics International*

Learning Organizations

The Quadrennial Diplomacy and Development Review highlighted the importance of 3D approaches to U.S. foreign policy in fragile environments. The success of these approaches is tied directly to our ability to learn from tumultuous environments. The Office of the Coordinator for Reconstruction and Stabilization at the State Department, the United States Agency for International Development and the U.S. Army Peacekeeping and Stabilization Operations Institute have recognized that conducting coordinated stability operations requires learning organizations that coordinate efforts to provide up-to-date information for capacity building in the field. This presentation will showcase the successes and challenges that each organization has encountered as it seeks to adapt in rapidly changing environments.

Presenters: *Matt Cordova, Director of Doctrine and Civilian-Military Integration, U.S. Department of State; Tim Sikes, Training Coordinator, USAID; William J. Flavin, Doctrine, Concepts, Education Training, U.S. Army Peacekeeping and Stability Operations Institute*

An Introduction to Systematic Review Methodology and a Systematic Review of Programs to Promote Social Cohesion

The objective of this capacity building workshop is to familiarize participants with the methodologies and standards for conducting systematic reviews. The workshop will use case studies to introduce participants to systematic review methods and their application for gathering information for evidence-based policy making. The workshop will introduce participants to the resources of the newly formed International Development Coordinating Group (IDCG), and will draw on training materials used by International Initiative for Impact Evaluation (3ie) to introduce policy makers to systematic reviews around the world.

Presenter: *Annette N. Brown, Chief Evaluation Office, International Initiative for Impact Evaluation (3ie); Cyrus Samii, Assistant Professor, New York University*

Evaluation and the “Campaign Approach”: Advancing Public Diplomacy’s Impact

Advancing Public Diplomacy’s Impact (APDI) is the first global research study to capture the influence of U.S. public diplomacy (PD) activities worldwide, and to offer insight into how future PD activities can be made more effective. APDI’s objectives have been to measure the *current* impact of PD activities and to determine ways in which the impact of *future* PD activities might be increased. The workshop will introduce APDI as an example of both post-hoc evaluation and ex ante strategic research in order to design and execute foreign policy programs more effectively.

Presenter: *Josh Miller, Social Science Analyst, Evaluation and Measurement Unit, Office of Planning and Resources, U.S. Department of State*

The U.S. Census Bureau’s International Programs: Capacity Building, Analytical Products, and Tools for Evaluation

The U.S. Census Bureau has been providing technical assistance to build the capacity of statistical agencies in other countries and analyzing international population and economic data for over 60 years. Panelists will highlight the work that the Census Bureau does and opportunities for leveraging work to further support program evaluation.

Presenters: *Glenn Ferri, Assistant Division Chief, International Programs Center for Technical Assistance; Peter Way, Assistant Division Chief, International Programs Center for Demographic and Economic Studies; James Fitzsimmons, Assistant Division Chief, Geographic Studies and Information Resources, U.S. Census Bureau*

Operationalizing Smart Power

Operationalizing Smart Power proposes a simple model to help policymakers consider, plan and evaluate the use of smart power in U.S. foreign policy. Principles from the RAND Corporation will focus on how to measure the multiple dimensions of U.S. “hard” and “soft” power using a smart power framework. The session will conclude with an indication of how soft and hard power can be combined to strengthen international, interagency, and inter-service relationships.

Presenters: Charles Wolf, Jr., Principal Senior Researcher, RAND Corporation; Elizabeth Brown, Doctoral Fellow, Pardee RAND Graduate School

Using Public Opinion Research for Evaluation Purposes in Challenging Environments: Case Study in Somalia

Opinion Research Business International will present an Africa-based case study of the methods and utility of using opinion research as an evaluation tool in public diplomacy programming. Using their research in Somalia, presenters will demonstrate how polling can help identify a “target” audience and give vital clues as to how to access them, such as where they live, the issues that matter to them, and their media and personal influences. Presenters will also discuss the role that survey research plays in assessing a program’s effectiveness.

Presenters: Johnny Heald, UK Research Director; Cara Carter, US Research Director, Opinion Research Business International

Frameworks and Approaches for Understanding Engagement as Impact

Understanding engagement among different stakeholders and meaningful ways of measuring it is the focus of this panel presentation by the InterMedia Research Collaborative. InterMedia’s mission to explore, create and pilot innovative research solutions in the information, communication and media sectors in developing countries is highlighted in this workshop on three different strands of work that look at different forms of information and ways to use information to leverage synergies between diplomacy, development and defense.

Presenters: Susan Gigli, Chief Operating Officer (Moderator); Dr. Gerry Power, Managing Director; InterMedia, London; Dr. Ali Fisher, Managing Director, MappaMundi Consulting; Dr. Lauren Frank, Annenberg School for Communication, University of Southern California

Designing an Effective Evaluation Agenda

In January 2011 the Government Accountability Office (GAO) issued a report, *Program Evaluation: Experienced Agencies Follow a Similar Model for Prioritizing Research*, describing the strategies several federal agencies use to develop effective evaluation agenda. Panelists will discuss the experiences of four agencies with extensive evaluation experience to identify important policy priorities and balance multiple criteria to develop a portfolio of studies. Participants should gain insight into how to shape their evaluation planning to support their strategic and operational plans and to provide information for effective management and oversight.

Presenters: *Dr. Stephanie Shipman, Assistant Director; Dr. Valerie Caracelli, Senior Analyst; Dr. Jeff Tessin, Analyst, Center for Evaluation Methods and Issues, Government Accountability Office; Dr. Mark Shroder, Associate Deputy Assistant Secretary, Office of Policy Development and Research, U.S. Department of Housing and Urban Development*

Evaluation of Unintended Consequences of Development Efforts: Building Evaluation Capacity in Support of Development and Democracy

The presentation delves into methodology to evaluate unanticipated and unintended consequences of program action. The workshop's premise centers on two principles: a) good evaluations must depend on maintaining the integrity of an evaluation design over time and b) an "evaluation infrastructure" is needed to assure the integrity of an evaluation's design. These principles are challenged when evaluation results show outcomes that vary from those evaluators had planned to measure. The Fulcrum Corporation will discuss the role of unexpected program outcomes in development settings and the difficulty of relating programs to the long-term goal of promoting democracy.

Presenter: *Jonathan A. Morell, Ph.D., Director of Evaluation, Fulcrum Corporation*

Evaluation Coordination: The Three D's

As more federal agencies become partners in foreign affairs and international development activities, integration of the "3Ds" of U.S. National Security Strategy must carry forward as well into the realm of interagency program evaluation. Using the real world experience of coordinating an interagency plan for the citizen safety Caribbean Basin Initiative, presenters will lead a roundtable discussion on the challenges in developing an interagency performance management plan and effective practices in planning and coordinating an interagency evaluation.

Presenter: *Melisa Doherty, Performance Management Officer, Bureau of Western Hemisphere Affairs, U.S. Department of State*